AGING & INDEPENDENCE SERVICES
COUNTY OF SAN DIEGO ■ HEALTH AND HUMAN SERVICES AGENCY

Business Plan
Fiscal Years 2003-2005

BUSINESS PLAN

EXECUTIVE SUMMARY

Aging & Independence Services is committed to improving the lives of seniors and individuals with special needs in San Diego County, by providing access to information, case management, health services, advocacy, and community services in a caring and supportive manner. Aging & Independence Services serves seniors, disabled adults, abused, elderly and dependent adults, individuals with HIV, and others requiring home-based care to prevent institutionalization.

The goal of Aging & Independence Services is to provide a home and community-based system of services that combines needed services under one jurisdiction. The system of services integrates physical and psychological well-being, provides informed care-setting choices, and ensures affordable, efficient, high quality care to the elderly and disabled population of San Diego County.

INTRODUCTION

Aging & Independence Services has experienced significant growth and change since it was established as an Area Agency on Aging, beginning with a staff of three in 1970 and a budget of $100,000. The organization is now part of the County of San Diego Health and Human Services Agency, employing 750 persons, utilizing the volunteer time of 1,700 individuals, and providing or contracting for services and programs with a budget of $243 million dollars.

Services provided by Aging & Independence Services or through contracts with community-based organizations include five areas of focus:

- Information Services – The gateway to assistance;
- Home Based Services – Bringing care to the door;
- Protection & Advocacy – Ensuring the right to safety and dignity;
- Health Independence Services – Promoting wellness;
- Community Enrichment – Enhancing quality of life.

Aging & Independence Services has approximately 33 programs, and each program has different eligibility criteria based on age, level of need, and income. Programs are funded by the Older Americans Act, federal, state, and county funds – 42 funding sources in all. For over 25 years, the Older Americans Act has served as the cornerstone of federal involvement in a wide array of community services to older persons. Since its enactment, the Act has evolved from a program of small grants and research projects to a network of 57 state units of aging, over 670 designated area agencies on aging, and approximately 15,000 community organizations providing supportive social and nutritional services to older adults. Aging & Independence Services has a 33-member advisory council, which provides a liaison between the agency and older and disabled persons throughout the county.

AIS provides a wide range of services including information and access, advocacy, coordination, assessment, and authorization of direct services. Direct services are provided through contracts with vendors and agencies and include in-home support, respite care, meals (senior dining centers and home-delivered), health promotions, legal assistance, adult day care, transportation, educational opportunities, protective services, case management, employment, money management, and counseling programs. In general, if a San Diego resident is older or disabled, at risk of institutionalization, is low

income, and/or needs help in arranging for appropriate services, AIS can probably help. The array of services available allows the agency to coordinate services effectively.

The gateway to AIS services is through the agency's Call Center where staff provide initial assessment and channeling to appropriate services and information. Calls are screened to determine eligibility for AIS programs and/or referred to other appropriate community programs. The Call Center has merged the efforts of information and referral, case management program intake and the elder abuse reporting function, providing AIS the opportunity to implement a "no wrong door" model. The 1-800-510-2020 toll free telephone number provides immediate access to anyone calling within San Diego County. This service continues to evolve and improve as the agency learns from the public response.

VISION

A home and community-based "system of services" combined and integrated under one organization, serving the county's seniors and persons with disabilities.
- Fostering physical activity and mental stimulation, broadening social interaction, and encouraging self-reliance
- Responding to the needs and preferences of our customers and providing informed choices between care settings
- Integrating social programs with physical and mental health services, since physical and psychological well-being go hand in hand
- Ensuring our clients affordable, efficient, high-quality care

MISSION

The leader in:
>   Advocacy
>   Information, and
>   Safety
to foster independence and dignity for San Diego County seniors and persons with disabilities.

VALUES

Aging & Independence Services values:
- Teamwork & Communication
- Dedication to the Client
- Empowerment of Employees
- Stability and Security for Employees
- Innovation

HEALTH AND HUMAN SERVICES AGENCY INITIATIVES

Initiative One: Kids
The County of San Diego is committed to improving opportunities and outcomes for children. Our vision is for children to be healthy, to be cared for and protected, and to reach their full potential.

Initiative Objectives:
- ❖ Encourage healthy behaviors and address children's health issues to help ensure healthy adulthood.
- ❖ Link eligible needy children to no-cost and low-cost healthcare coverage.
- ❖ Provide quality care and supportive services for at-risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed.
- ❖ Address and prevent the harmful effects on youth of exposure to violence.
- ❖ Support families with children as they transition from welfare to work and seek self-sufficiency.
- ❖ Create enriching experiences to engage youth and their families in activities that will help them reach their full potential as adults.

Initiative Two: The Environment
How we use our natural resources dramatically affects our environment, our quality of life, and our economic prosperity. Environmental preservation is imperative – we must ensure a livable environment, helping to sustain and enhance the land, water, air, and biodiversity upon which all life depends. At the same time, we must recognize that our population is growing rapidly. Sustaining our quality of life and economic vitality demands that we balance our responsibility to preserve environmental resources with our obligation to meet San Diego County's growth needs.

Initiative Objectives:
- ❖ Implement habitat conservation programs.
- ❖ Develop and implement land use planning strategies that address the issues, needs, and concerns of both the present and the future.
- ❖ Balance housing, open space preservation, and economic development needs on behalf of residents, taxpayers, and businesses.
- ❖ Implement a strategy to improve the water quality of our streams, rivers, bays, and ocean.
- ❖ Reduce environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
- ❖ Decrease conflict over land use and actively facilitate responsible development.

Initiative Three: Safe and Livable Communities
Basic safety and security issues are important. Making sure our neighborhoods are safe places to live, work, and play is essential, but promoting livable communities requires much more than just safety. Livable communities are those that provide the environment and amenities necessary for people to prosper, enjoy, and maintain a shared sense of civic pride. We must engage our resources and fellow citizens in efforts to develop and maintain a quality of life that is worth protecting. In short, there must be a balance between preparation for risk and uncertainty, and investment to improve our day-to-day lives. County services will continue to support this balance.

Initiative Objectives:
- ❖ Increase community residents' accountability for public safety.
- ❖ Address primary contributors to crime, including substance abuse, truancy, illiteracy, and mental health problems.
- ❖ Enhance efforts to stop domestic violence, focusing on prevention, victim support, and reducing recidivism.
- ❖ Improve emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters.
- ❖ Promote the health and well being of adults and seniors.
- ❖ Help residents' find safe and affordable housing.
- ❖ Promote wellness and self-sufficiency.
- ❖ Develop techniques to attract businesses to all economic sub-regions of the County.
- ❖ Maintain and expand parks.

❖ Expand access to information resources for all residents.
❖ Develop and support services, programs, and initiatives that enrich our residents' quality of life.

TAKING A LOOK AT AGING & INDEPENDENCE SERVICES

Our Customers:
Aging & Independence Services primarily serves seniors, disabled adults, abused, elderly and dependent adults, individuals with HIV, and others requiring home-based care to prevent institutionalization. Our Call Center, in addition to taking Adult Protective Service and In-Home Supportive Services referrals and case management referrals, also provides the community with information & assistance. Therefore, our potential customers can include the entire community of San Diego County.

Geographic Environment:
The San Diego region encompasses 4,261 square miles, and has three distinct regions within its boundaries. Those regions are 182 miles of shoreline and coastal plain, the interior uplands and mountains, and the deserts of the Salton Basin. Most of the urbanization is located in the western third of the county. Only 689 square miles are in incorporated areas of the county, while 6,572 square miles remain in unincorporated areas. The distribution of the older population among the cities in the county is uneven, ranging from 22.3% in Solana Beach to 10.1% in Imperial Beach. Jurisdictions with relatively high concentrations of older residents include La Mesa (20.4%), Del Mar (19.6%), Coronado (19.2%), and Carlsbad (17.6%). The "oldest" unincorporated communities in the county, measured by the percentage of older persons, are Anza-Borrego (35%), Palomar (24.8%), and North County Metro (24.3%). Countywide the proportion of older persons 65+ living alone is 25.1%.

Demographic Forecast – 2010:
The growth of the older population is a national, in fact, an international phenomenon. By the year 2010, the total population of people aged 60+ living in San Diego County is predicted to be 539,509. (This represents a growth of approximately 138,484 people.) The oldest age cohorts 75+, growing at the fastest rate, have the highest likelihood of functional disabilities and chronic conditions, and will represent the biggest challenges to the county in terms of service demands. The ethnic makeup for 2010 is forecasted to include: 373,111 Caucasians, 81,282 Hispanics, 65,548 Asian/Other and 19,568 African-Americans. It is predicted that the county's elderly, minority population will increase more quickly than the white population.

Demographic Environment:
San Diego County is the fourth most populated county in the United States, and has a total population of 2,813,833. Year 2000 Census data indicates that there are 404,025 people aged 60+ in San Diego County, which accounts for 14% of the total population. The ethnic makeup includes; 47,847 Hispanics, 305,010 Non-Hispanic Whites, 12,651 Non-Hispanic Blacks, 1,465 Non-Hispanic American Indians, 30,345 Non-Hispanic Asians, 1,089 Non-Hispanic Hawaiians and Pacific Islanders, 379 Non-Hispanics of an other race, 5,239 Non-Hispanics of two or more races. Among older residents, females outnumber males. They comprise 53% of the population aged 60-64; 54% of those aged 65-74; and 60% of the 75 and older group. The percentage of minority representation 60+ tends to decrease with age, suggesting significantly lower life expectancies for minority residents. The data shows that although the proportion of minority seniors is 24.5% for those persons 60+, the percentage decreases to 22.3% for those persons 65+, and further decreases to 16.9% for those 75+. The senior population continues to grow at a faster pace than the total population in the county. Between 1990 and 2000, the county population 60+ increased by 12%.

Demographic Trends:
SANDAG's Preliminary 2030 Forecast (November 2002) expects continued growth in the region's population, which is projected to total 3,889,604 by the year 2030.

The median age for San Diego County is increasing and is expected to continue to rise as the baby boomers age:
➢ in 1980, the median age for the San Diego region was 28.8 years;
➢ in 1990, the median age was 30.9 years;
➢ the median age in 2000 was 33.2;
➢ and, by 2030, is projected to be 39.2 years.

Between 1980 and 1990, the San Diego region's growth rate of 3.0% per year was greater than both the national rate of 1.0% per year, and California's rate of 2.3% per year. The average rate of growth from 1990 to 2000 declined to 1.3% and is expected to stay at that average annual rather through 2030. The decline is due to slowing of economic growth and lower fertility rates, as the population ages.

Minority populations comprised 35% of the region's total population in 1990. The 2030 preliminary forecast indicates that by 2030, the ethnic composition of the region will be:
➢ 41% White;
➢ 5% Black;
➢ 39% Hispanic;
➢ 15% Asian and other, by the year 2020.

The senior population continues to grow at a faster pace than the total population in the county. Between 2000 and 2020:

➢ the 60+ population will increase by 88.6%;
➢ the 65+ population will increase by 75.3 %;
➢ the 75+ population will increase by 50.2%; and
➢ the general population will increase by 27.8%.

The distribution of the older population among the cities in the county is uneven. For example, 22 percent of Solana Beach's population is 60 or older, while only 10 percent of Imperial Beach's population is over the age of 60. Other jurisdictions with relatively high concentrations of older residents include:
➢ La Mesa (20.4%)
➢ Del Mar (19.6%)
➢ Coronado (19.2%)
➢ Carlsbad (17.6%)
➢ Oceanside (16.6%)
➢ Lemon Grove (15.0%)

Lower concentrations of older residents are found in:
➢ Vista (12.5%)
➢ Poway (12.1%)

➢ Santee (11.9%).

Information for the purpose of planning was gathered from several groups, including:

AIS Advisory Council – comprised of persons who represent the older adult and disabled community, one third of whom are appointed by the Board of Supervisors.

Health Promotions and Disease Prevention Committee – represents persons involved in the planning or provision of health care and includes professions such as nursing, pharmacy, social work and other disciplines, which have an impact on the well being, fitness and longevity of seniors;

Adult Day Health Care (ADHC) Planning Committee – appointed by the AIS Advisory Council, this group meets monthly and is regularly attended by ADHC providers, new ADHC applicants and consumers' families;

Retired and Senior Volunteer Program (RSVP) Advisory Council – membership includes those capable of helping the sponsor (Aging & Independence Services) meet the RSVP administrative and program responsibilities including project assessment, fund-raising, publicity, and programming for impact.

Long Term Care Integration Project Planning Committee – comprised of more than 400 consumers, providers and other key long term care stakeholders across the array of services and throughout the health and social service continuum.

In addition to the many standing advisory and planning entities affecting the planning process, AIS has utilized other strategies for obtaining public input, seeking the widest possible array of opinions and gathering information about the needs of older adults and disabled individuals.   Some of the more significant are:

Needs Assessment – San Diego County Aging & Independence Services Survey of Older Americans 2000 utilized most of the questions from the Core Questionnaire from the California Department of Aging. Mental health related questions were taken from the Health Assessment Form from the Social Health Maintenance Organization. The Survey was designed in a joint effort of AIS staff, AIS Advisory Council, and the San Diego Association of Governments (SANDAG). SANDAG also conducted the survey and submitted a report to AIS.

Public Hearings – Six public hearings were held January 2001, one hearing in each of the Health and Human Services Agency's six geographic service delivery regions. The hearings were conducted by the chair of the AIS Advisory Council, and staffed by the AIS Director, the Chief of Planning and Community Services and other AIS employees.

Aging Summits – Three Aging Summits have been held – the first in 1998, and the second in February 2000, and the third was in April 2002.

AIS has been proactive in developing new initiatives, and in particular has been a leader in bringing various groups together to address problem areas. Among the groups that are most significant and which continue to meet on specific issue areas:

In-Home Supportive Services (IHSS) Advisory Committee –Established in 2000 in response to the many critical issues facing both the consumers and providers of IHSS care. Comprised largely of consumers and providers, the Committee has been a major force in the County's decision to move In-Home

Supportive Services to the Public Authority model, in recognition that an "employer of record" needs to be established. The Committee has provided AIS with valuable information and direction about home care issues.

Public Authority – In response to a 1999 State mandate requiring the establishment of an employer of record for the In-Home Supportive Services program, the Board of Supervisors, in June 2001, approved appropriations and established an operating fund for the Public Authority in the Health and Human Services Agency. Additionally, the Board adopted the County Ordinance creating the San Diego County In-Home Supportive Services Public Authority.

Project Care - Established in partnership with AIS, the Project Care sites provide the means for determining the health and safety status of older persons living alone. Project Care coordinators meet with AIS staff each month to discuss the issues affecting seniors who live alone and are isolated. In addition to being an important gateway for older adults to access protective and safety services, Project Care leaders provide an important on-going source of information about the needs of the county's most vulnerable older adults.

Veterans Services Advisory Council Board –Serves as an information resource to the Board of Supervisors on issues related to military veterans, promotes coordinated efforts of public and private sector organizations engaged in services to military veterans, develops and makes policy recommendations and provides a regional public forum for the discussion of issues related to military veterans.

Outreach and public information efforts are made through several sources, including:

Outreach and Education – The AIS section that informs the community about AIS services, with an emphasis on Adult Protective Services. Outreach and Education staff are assigned regionally, which provides an effective means of two-way communication with provider agencies and the community at-large.

AIS Bulletin – is a monthly publication sent to cities and other public officials, senior centers, service agencies, professionals in the field of aging and older adult and disabled individuals. The Bulletin reports on activities and events of interest to the senior and disabled community and the aging network.

AIS Participation in Community Meetings – in addition to public hearings, AIS staff is integrally involved in community meetings and other activities. Examples include membership on the Council of Minority Aging and the Elder and Senior Subcommittee of the Regional Center for Developmental Disabilities.

"*Kids*"
Improve opportunities for children

Strategic Goal: **Make Sure They Are Cared for and Protected**

Operational Objective	Activities	Measure & Target	Target Date	Lead
Increase by one the number of high school campuses utilizing an intergenerational senior mentoring program	➢ AIS Intergenerational program will work with educational and community leaders to identify schools and provide support to establish mentoring program	➢ Successful establishment of an Intergenerational Senior Mentoring Program	June 2005	Nick Trunzo
Establish an Intergenerational Senior Mentoring program to assist youth involved in the juvenile court system or family reunification	➢ AIS Intergenerational program will work in conjunction with the juvenile court system and the Commission on Children, Youth and Families to establish the program	➢ Assist 25 youth and families involved in the Juvenile System	June 2005	Nick Trunzo

Strategic Goal: **Make Sure They Reach Their Full Potential**

Operational Objective	Activities	Measure & Target	Target Date	Lead
Increase the number of foster youth participating in Intergenerational Senior programs	➢ Provide consultation and assistance through the AIS Intergenerational Program to San Pasqual Academy and other appropriate organizations	➢ Increase the number of Senior Mentors to 150	June 2005	Nick Trunzo

"Safe and Livable Communities"
Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development

Strategic Goal: **Promote Safe and Livable Communities**				
Operational Objective	**Activities**	**Measure & Target**	**Target Date**	**Lead**
Improve emergency preparedness, response, recovery, and mitigation capabilities for both natural and man-made disasters	➢ Provide emergency planning information to conservatorship deputies that address the specific needs of the elderly/dependent populations	➢ 100% of Deputy Public Guardian's will receive emergency planning information for their elderly/disabled clients	June 2004	Patricia Frosio
Achieve federal and state "critical benchmarks" for bio-terrorism preparedness by December 2005	➢ Ensure appropriate staffs participate in bio-terrorism preparedness training to achieve agency wide training goal of 75%	➢ 75% of AIS staff will complete bioterrorism preparedness training	June 2004	Managers
	➢ Finalize site specific Business Continuation Plans	➢ Completion of AIS Business Continuation Plan	June 2004	
	➢ Ensure appropriate AIS staff provides bio-terrorism training for local community providers	➢ Community providers will participate in bio-terrorism training	June 2004	

Strategic Goal: **Promote Health, Wellness, and Self-Sufficiency**

Operational Objective	Activities	Measure & Target	Target Date	Lead
Improve services provided through In-Home Supportive Services	➢ Continue all appropriate efficiencies and cost controls to ensure IHSS spending remains within budgeted dollars	➢ Maintain authorized hours at statewide average or below	June 2004	Ellen Schmeding
Improve integration of service delivery between IHSS and Case Management programs	➢ Identify integration strategies to maximize service delivery for those individuals served by both IHSS and MSSP	➢ Initiate pilot for service integration in at least one office	June 2004	Ellen Schmeding
Maintain service level provided by the AIS Call Center	➢ Maintain services delivered by the Call Center by implementing and reviewing results from the Call Recording System	➢ Improve "Strongly Agree" ratings on customer service survey results by 10%	June 2004	Rick Wanne
	➢ Commence all investigations of suspected financial abuse within 24 hours of referral to PA/PG from the Call Center	➢ Commence investigations within 24 hours of report	June 2004	Patricia Frosio
Promote the health and well being of adults and seniors	➢ Initiate Elder Death Review Team in conjunction with the District Attorney, Sheriff/Medical Examiner and other key players	➢ Completion of six case reviews with the Elder Death Review Team	June 2004	Chuck Matthews
No more than 25% of APS clients will be re-referred within six months of prior case closing	➢ Conduct Quality Assurance reviews of APS cases to improve case management	➢ APS will not have had more than 25% of clients re-referred within six months of prior case closing	June 2004	Chuck Matthews
Ensure there are comprehensive assessments of skilled nursing and residential facilities available	➢ Trained Ombudsman will conduct comprehensive assessments of skilled nursing and residential facilities	➢ 75% of all skilled nursing and residential facilities will have been assessed	June 2004	Chuck Matthews
Continue efforts to increase number of Ombudsman volunteers	➢ Conduct three Ombudsman Volunteer Recruitment Campaigns	➢ Completion of recruitment campaigns	June 2004	Chuck Matthews

Operational Objective	Activities	Measure & Target	Target Date	Lead
Increase number of clients who receive Strategic Brief Intervention Services (SBI)	➢ Collaborate with Alcohol and Drug Services staff to implement and sustain SBI services to achieve target	➢ Number of AIS clients who received SBI services	June 2004	Ellen Schmeding
Work collaboratively with Mental Health to address prevention activities for seniors	➢ Participate in the Older Adult Mental Health Task Force	➢ Continue ongoing membership on the Older Adult Mental Health Task Force	June 2004	Chuck Matthews
	➢ Form a work group with Mental Health to produce appropriate Policy & Procedures for the Senior Mental Health Team	➢ Adoption of appropriate policy & procedures for the Senior Mental Health Team	June 2004	
Monitor the IHSS Public Authority to ensure all stated outcomes are met	➢ Public Authority staff to meet required outcomes	➢ Successful completion of required outcomes	June 2005	Ellen Schmeding
Ensure that 90% of initial face-to-face APS investigations are conducted within 10 days of the referral	➢ Conduct Quality Assurance reviews of APS cases to improve case management	➢ 90% of initial face-to-face APS investigations will have been completed within 10 days of the referral	June 2004	Chuck Matthews
Join with law enforcement to monitor 200 trained RSVP members in YANA (You Are Not Alone) visits to frail, isolated adults living at home	➢ Conduct Home Visits ➢ Make referrals to appropriate service providers, when necessary	➢ Number of Home Visits ➢ Number of Referrals	June 2004	Sandra Lawrensen
Continue to plan for an aging population that is growing older and living longer	➢ Plan and implement Aging Summit IV in collaboration with Aging Network Stakeholders and Board Officers	➢ Aging Summit IV to be held in the Spring 2004	June 2004	
Implement state –of- the- art intergenerational service	➢ Continue to build an intergenerational effort linking meaningful volunteer opportunities for older adults with needs of local children	➢ Development of intergenerational programs in each region	June 2004	Nick Trunzo
Finalize the construction for state-of-the art Edgemoor Geriatric Hospital	➢ Work with contract, architect, and General Services to ensure construction plans are completed in accordance with predetermined schedule	➢ Begin construction in December 2003	June 2005	Heidi Shaffer

Operational Objective	Activities	Measure & Target	Target Date	Lead
Edgemoor will have an annual survey with no deficiency greater that Letter "D" based on State Licensing assessment	➢ Continue with quality assurance improvement processes and training in clinical care of residents	➢ Annual survey results	June 2005	Heidi Shaffer
Increase participation in the Feeling Fit Clubs	➢ Continue to promote participation in the Feeling Fit Clubs	➢ Increase Feeling Fit Clubs participants by 10%	June 2005	Nick Trunzo
Long Term Care Integration Project Planning Continues	➢ Secure second Development Grant and continue periodic stakeholder meetings to assist in development of Administrative Action Plan (AAP) that includes three options	➢ Bi-Monthly Stakeholder meetings ➢ AAP completed	June 30, 2005	Evalyn Greb
Advocate on behalf of veterans, dependents and survivors, to ensure they receive benefits to which they are entitled	➢ Maintain records which contain the data and statistics to verify coordination of services	➢ Staff will provide services to 17,000 veterans, dependents, and survivors on an annual basis	June 30, 2005	Veterans Services

"Required Disciplines"
Ensure Operational Excellence

Strategic Goal: **Ensure a High Level of Operational Excellence by Adhering to County Required Disciplines**				
Operational Objective	**Activities**	**Measure & Target**	**Target Date**	**Lead**
Achieve additional revenues and/or decreased expenditures to achieve $0 or positive year-end fund balance	➤ Monitor and manage AIS expenditures to remain within budget ➤ Mitigate AIS expenses in relation to revenue shortfalls. ➤ Edgemoor to continue to apply for grants and continue to search for additional funding sources	➤ Maintenance of a positive year-end fund balance ➤ Completion of one grant proposal each fiscal year	June 2005 June 2005	Ed LaBrado Heidi Shaffer
Maintain or improve customer satisfaction rating of 4.5 on a scale of 5	➤ Continue to monitor and improve customer services using customer satisfaction surveys, mystery shoppers, and telephone surveys ➤ Develop action plans and implement measures to improve customer satisfaction score	➤ Maintain Customer Satisfaction Survey ratings ➤ 100% completion of action plans by AIS Managers and units	June 2005 June 2005	Adria Cavanaugh Managers
Maintain or improve the employee satisfaction rating of an overall positive rating for 50% or more of those surveyed	➤ Using feedback from the Gallup Q12, work with AIS management team to develop and implement action plans to increase Q12 scores. ➤ Edgemoor to roll out Q12 practices to line staff	➤ Development and implementation of Q12 action plans by AIS Management Team ➤ 90% of Edgemoor staff will receive training related to the Q12 process	June 2004 June 2004	Managers Heidi Shaffer
Monitor and reduce energy consumption to 10% below FY 00/01 baseline	➤ Develop and monitor energy conservation plans for all HHSA locations	➤ Reduction of energy consumption levels by 10%	June 2004	Managers

Operational Objective	Activities	Measure & Target	Target Date	Lead
Ensure all employees adhere to County legal and ethical conduct policy	➢ Review Human Resources policies with employees on a quarterly basis ➢ Percentage of employees will attend informational updates related to change in agency policies	➢ 90% of AIS employees will receive in-service training related to Legal and Ethical Conduct	June 2004	Managers
Through assistance provided by the Office of Resource Development (ORD), obtain additional grants and/or revenues for community agencies and the Agency	➢ Beginning July 2003, work with staff to identify needed funding priorities and with ORD to solicit funds from appropriate agencies	➢ AIS fund development staff will submit two grant proposals each fiscal year	June 2004	Adria Cavanaugh
Ensure that 95% of contracts sampled by the Agency for Contract Support (ACS) have a monitoring plan	➢ Complete review of contractual agreements with all vendors providing servi ces to AIS to ensure accountability and cost effectiveness for services provided	➢ 95% of contracts reviewed will have a Monitoring Plan	June 2004	Sandra Strech
100% of new employees will receive diversity training within 3 months of employment	➢ Ensure 95% of all new hires attend Leveraging Diversity within 90 days of hire	➢ 95% completion rate for diversity training	June 2004	Managers
Sustain a 95% level of employee performance reports completed on time	➢ Monitor AIS performances to assure timely completion of performance reports	➢ 95% of evaluations completed in a timely manner	June 2004	Managers
Conduct on-site work assessments during FY 02/ 03 to reduce injuries to employees as a result of working	➢ Collaborate with Agency Human Resources to coordinate workplace ergonomic assessments and training	➢ Completion of workplace assessments as required to meet staff needs	June 2004	Velanda Joyner
Ensure that no more than 3% of desktop computer have non-standard operating systems	➢ Review and justify all AIS requests that deviate from County standards desktop operating systems	➢ 3% or less of desktop computers will utilize non-standard operating systems	June 2004	Floyd Willis
Participate in safety education and training to help in the reduction of work related injuries by 2%	➢ Develop and implement a workplace safety plan	➢ 2% reduction in amount of workplace injuries	June 2004	Heidi Shaffer

Operational Objective	Activities	Measure & Target	Target Date	Lead
Foster and maintain a skilled and diverse workforce by embracing diversity, cultivating employee development and training, promoting succession planning, and maintaining employee satisfaction	➤ Participate in the implementation of Agency's succession plan	➤ 25% of AIS staff will complete personal development plans	June 2004	Managers
Promote increased usage of the Network of Care website	➤ Provide training through Outreach and Education and other departments to expand the usage of the Network of Care website	➤ Increased number of hits to Network of Care Website ➤ Increase provider participation for website development	June 2004	Managers
Foster leadership role for San Diego County	➤ Continue to support the development of regional action networks, encouraging community development and organization to better meet the needs of aging and disabled residents ➤ Continue to actively participate in County Welfare Directors Association, California Association of Area Agencies on Aging, and the National Association of Area Agencies on Aging	➤ AIS staff will participate as members of various aging association meetings	June 2005	Designated Managers
Raise the profile of the Public Administrator's personal property auctions in order to augment revenue for conservatorship and decedent estates	➤ Implement a proactive public relations strategy utilizing AIS and County publications, print and electronic media	➤ Achieve a 10% increase in temporary and permanent auction bidders over Fiscal Year 2001-2002 baseline	June 2004	Patricia Frosio

2000 and Projected Population for San Diego County

SRA/MSA	2000	2010	2020	2030	% of Change 2000-2010	% of Change 2000-2030
0 Central	619,289	688,225	734,332	795,370	11.1%	28.4%
1 Central	155,827	183,481	200,412	233,241	17.7%	49.7%
2 Peninsula	61,098	65,331	71,261	79,877	6.9%	30.7%
3 Coronado	24,100	25,399	25,544	25,536	5.4%	6.0%
4 National City	53,859	55,693	62,208	67,292	3.4%	24.9%
5 Southeast San Diego	156,280	180,663	187,997	196,400	15.6%	25.7%
6 Mid City	168,125	177,658	186,910	193,024	5.7%	14.8%
1 North City	658,877	758,599	839,009	879,776	15.1%	33.5%
10 Kearny Mesa	144,005	158,242	178,483	200,849	9.9%	39.5%
11 Coastal	75,426	79,729	83,656	85,258	5.7%	13.0%
12 University	49,706	54,872	60,294	64,082	10.4%	28.9%
13 Del Mar-Mira Mesa	132,826	173,246	190,495	193,910	30.4%	46.0%
14 North San Diego	83,109	101,191	120,383	125,200	21.8%	50.6%
15 Poway	81,125	91,303	97,408	100,283	12.5%	23.6%
16 Miramar	6,473	6,532	6,582	6,641	0.9%	2.6%
17 Elliot-Navajo	86,207	93,484	101,708	103,553	8.4%	20.1%
2 South Suburban	307,313	393,371	429,315	461,250	28.0%	50.1%
20 Sweetwater	74,386	144,376	160,552	163,290	94.1%	119.5%
21 Chula Vista	108,907	112,418	121,857	132,757	3.2%	21.9%
22 South Bay	124,020	136,577	146,906	165,203	10.1%	33.2%
3 East Suburban	462,663	510,366	579,072	614,077	10.3%	32.7%
30 Jamul	12,258	17,753	29,944	39,937	44.8%	225.8%
31 Spring Valley	78,082	91,841	98,069	100,386	17.6%	28.6%
32 Lemon Grove	29,298	31,621	33,956	34,926	7.9%	19.2%
33 La Mesa	56,667	59,440	61,858	63,172	4.9%	11.5%
34 El Cajon	119,103	124,879	138,864	142,347	4.8%	19.5%
35 Santee	51,470	56,360	62,933	64,432	9.5%	25.2%
36 Lakeside	54,394	61,429	73,796	74,420	12.9%	36.8%
37 Harbison-Crest	14,631	16,458	20,283	20,649	12.5%	41.1%
38 Alpine	14,187	15,616	20,786	24,658	10.1%	73.8%

2000 and Projected Population for San Diego County

SRA/MSA	2000	2010	2020	2030	% of Change 2000-2010	% of Change 2000-2030
39 Ramona	32,573	34,969	38,583	49,150	7.4%	50.9%
4 North County West	364,131	426,697	479,244	502,717	17.2%	38.1%
40 San Dieguito	83,802	98,016	111,079	122,489	17.0%	46.2%
41 Carlsbad	92,638	117,020	131,972	137,341	26.3%	48.3%
42 Oceanside	151,545	175,214	199,573	205,857	15.6%	35.8%
43 Pendleton	36,146	36,447	36,620	37,030	0.8%	2.4%
5 North County East	380,456	433,691	510,302	591,659	14.0%	55.5%
50 Escondido	146,470	165,112	193,508	212,172	12.7%	44.9%
51 San Marcos	68,420	84,572	96,936	115,789	23.6%	69.2%
52 Vista	95,740	105,221	124,868	139,567	9.9%	45.8%
53 Valley Center	18,777	21,325	28,543	46,320	13.6%	146.7%
54 Pauma	7,097	8,735	10,380	14,541	23.1%	104.9%
55 Fallbrook	43,952	48,726	56,067	63,270	10.9%	44.0%
6 East County	21,104	24,726	27,597	44,755	17.2%	112.1%
60 Palomar-Julian	6,193	6,938	7,955	10,748	12.0%	73.6%
61 Laguna-Pine Valley	5,223	5,389	5,604	6,818	3.2%	30.5%
62 Mountain Empire	6,485	7,450	8,198	14,165	14.9%	118.4%
63 Anza-Borrego	3,203	4,949	5,840	13,024	54.5%	306.6%
Total San Diego Region	2,813,833	3,235,675	3,598,871	3,889,604	15.0%	38.2%

SOURCE: SANDAG Preliminary 2030 Forecast.

This forecast was accepted by the SANDAG Board of Directors in October 2002 for distribution, review, and use in planning and other studies. A final forecast will be prepared in fall 2003. This forecast may exceed the development potential of current general and community plans because it incorporates higher intensity and more mixed use development opportunities within smart growth areas identified by local agency staff. Smart growth areas were identified in part to support the expanded transit system envisioned for the region in the 2030 Region Transportation Plan.

Information for 2000 may not match other census data published by SANDAG because detailed census information on housing structure type and income was not available in time to be included in the forecast. Also, geographic area definitions used in this forecast are preliminary and have been refined for use in our census and current estimates products. The fall 2003 final forecast will reflect all releases of census data and updated geographic area definitions.

Population Projections for San Diego County

Population by Age Group			
	2010	**2020**	**2030**
60 to 64	158,565	213,560	213,732
65 to 69	109,394	179,247	213,622
70 to 74	82,002	141,696	190,016
75 to 79	67,741	90,677	149,263
80 to 84	56,252	60,517	106,066
85 and over	65,555	80,374	107,008

Hispanic			
	2010	**2020**	**2030**
60-74	55,011	104,842	167,384
75+	26,271	40,897	70,955

White			
	2010	**2020**	**2030**
60-74	235,720	331,806	328,931
75+	137,391	148,081	218,143

Black			
	2010	**2020**	**2030**
60-74	14,110	24,683	31,854
75+	5,458	8,320	14,029

Asian/Other			
	2010	**2020**	**2030**
60-74	45,120	73,172	89,201
75+	20,428	34,270	59,210

SOURCE: SANDAG Preliminary 2030 Forecast.

This forecast was accepted by the SANDAG Board of Directors in October 2002 for distribution, review, and use in planning and other studies. A final forecast will be prepared in fall 2003. This forecast may exceed the development potential of current general and community plans because it incorporates higher intensity and more mixed use development opportunities within smart growth areas identified by local agency staff. Smart growth areas were identified in part to support the expanded transit system envisioned for the region in the 2030 Region Transportation Plan.

Information for 2000 may not match other census data published by SANDAG because detailed census information on housing structure type and income was not available in time to be included in the forecast. Also, geographic area definitions used in this forecast are preliminary and have been refined for use in our census and current estimates products. The fall 2003 final forecast will reflect all releases of census data and updated geographic area definitions.

San Diego County Population Age 65+ Living Alone

SRA/MSA	Total 65+ Population	Population 65+ Living Alone	
0 Central	59,493	17,511	29%
1 Central	15,109	6,688	44%
2 Peninsula	7,756	2,577	33%
3 Coronado	3,744	1,026	27%
4 National City	6,038	1,280	21%
5 Southeast San Diego	13,097	2,003	15%
6 Mid City	13,749	3,937	29%
1 North City	76,650	18,529	24%
10 Kearny Mesa	19,751	4,991	25%
11 Coastal	12,019	3,493	29%
12 University	5,071	1,744	34%
13 Del Mar-Mira Mesa	8,284	1,295	16%
14 North San Diego	10,972	2,532	23%
15 Poway	8,351	1,808	22%
16 Miramar	7	-	0%
17 Elliot-Navajo	12,195	2,666	22%
2 South Suburban	30,414	6,154	20%
20 Sweetwater	6,138	720	12%
21 Chula Vista	14,615	3,890	27%
22 South Bay	9,661	1,544	16%
3 East Suburban	52,218	13,305	25%
30 Jamul	1,135	255	22%
31 Spring Valley	7,608	1,610	21%
32 Lemon Grove	3,289	815	25%
33 La Mesa	9,846	3,215	33%
34 El Cajon	13,954	3,654	26%
35 Santee	4,692	1,191	25%
36 Lakeside	5,278	1,317	25%

San Diego County Population Age 65+ Living Alone

SRA/MSA	Total 65+ Population	Population 65+ Living Alone	
37 Harbison-Crest	1,888	422	22%
38 Alpine	1,569	372	24%
39 Ramona	2,959	454	15%
4 North County West	43,443	11,077	25%
40 San Dieguito	9,717	2,459	25%
41 Carlsbad	15,672	3,674	23%
42 Oceanside	18,028	4,944	27%
43 Pendleton	26	-	0%
5 North County East	48,063	11,356	24%
50 Escondido	16,215	4,629	29%
51 San Marcos	10,743	2,791	26%
52 Vista	10,031	1,894	19%
53 Valley Center	3,412	551	16%
54 Pauma	595	132	22%
55 Fallbrook	7,067	1,359	19%
6 East County	3,421	755	22%
60 Palomar-Julian	1,137	273	24%
61 Laguna-Pine Valley	576	116	20%
62 Mountain Empire	809	194	24%
63 Anza-Borrego	899	172	19%
Total San Diego Region	313,702	78,687	25%

SOURCE: 2000 Census Summary File 3, compiled by SANDAG.
Figures in this table may not match future figures released by SANDAG.

65+ Population Living Alone by City in 2000

Jurisdiction	Total Population Age 65+	Total Population Age 65+ Living Alone	% of Population Age 65+ Living Alone
Carlsbad	10,980	2,575	23%
Chula Vista	19,119	4,556	24%
Del Mar	3,817	1,030	27%
El Cajon	620	162	26%
Encinitas	10,749	2,899	27%
Escondido	6,055	1,581	26%
Imperial Beach	14,720	4,417	30%
La Mesa	2,029	513	25%
Lemon Grove	9,318	3,115	33%
National City	2,997	756	25%
Oceanside	5,989	1,202	20%
Poway	21,859	5,789	26%
San Diego	4,138	730	18%
San Marcos	128,008	33,406	26%
Santee	6,525	1,920	29%
Solana Beach	4,718	1,273	27%
Vista	9,006	2,091	23%
Unincorporated	53,103	10,494	20%
Total San Diego Region	313,750	78,509	25%

* SOURCE: Census 2000 SF1. P30 Relationship by Household Type Including Living Alone for the Population Age 65 Years and Over.

San Diego County's Older Population for 2000

SRA/MSA	All Ages	55+	% Total	60+	% Total	65+	% Total	70+	% Total	75+	% Total
0 Central	**619,289**	**98,481**	**15.9%**	**77,125**	**12.5%**	**59,810**	**9.7%**	**44,536**	**7.2%**	**29,781**	**4.8%**
1 Central	155,827	25,040	16.1%	19,311	12.4%	15,209	9.8%	11,503	7.4%	7,842	5.0%
2 Peninsula	61,098	11,929	19.5%	9,499	15.5%	7,735	12.7%	6,045	9.9%	4,278	7.0%
3 Coronado	24,100	5,595	23.2%	4,585	19.0%	3,778	15.7%	2,997	12.4%	2,120	8.8%
4 National City	53,859	9,115	16.9%	7,495	13.9%	5,985	11.1%	4,360	8.1%	2,768	5.1%
5 Southeast San Diego	156,280	24,258	15.5%	18,549	11.9%	13,287	8.5%	9,090	5.8%	5,415	3.5%
6 Mid City	168,125	22,544	13.4%	17,686	10.5%	13,816	8.2%	10,541	6.3%	7,358	4.4%
1 North City	**658,877**	**131,038**	**19.9%**	**101,025**	**15.3%**	**77,927**	**11.8%**	**57,577**	**8.7%**	**37,819**	**5.7%**
10 Kearny Mesa	144,005	31,291	21.7%	25,418	17.7%	19,977	13.9%	14,574	10.1%	9,213	6.4%
11 Coastal	75,426	18,686	24.8%	14,753	19.6%	11,881	15.8%	9,339	12.4%	6,479	8.6%
12 University	49,706	8,964	18.0%	6,975	14.0%	5,300	10.7%	3,871	7.8%	2,573	5.2%
13 Del Mar-Mira Mesa	132,826	18,866	14.2%	12,796	9.6%	8,767	6.6%	5,856	4.4%	3,501	2.6%
14 North San Diego	83,109	17,431	21.0%	13,708	16.5%	11,061	13.3%	8,710	10.5%	6,240	7.5%
15 Poway	81,125	15,415	19.0%	11,458	14.1%	8,649	10.7%	6,454	8.0%	4,331	5.3%
16 Miramar	6,473	13	0.2%	9	0.1%	6	0.1%	2	0.0%	1	0.0%
17 Elliot-Navajo	86,207	20,372	23.6%	15,908	18.5%	12,286	14.3%	8,771	10.2%	5,481	6.4%
2 South Suburban	**307,313**	**53,005**	**17.2%**	**40,853**	**13.3%**	**30,565**	**9.9%**	**21,311**	**6.9%**	**13,084**	**4.3%**
20 Sweetwater	74,386	12,102	16.3%	8,615	11.6%	6,031	8.1%	3,959	5.3%	2,313	3.1%
21 Chula Vista	108,907	22,900	21.0%	18,666	17.1%	14,758	13.6%	10,888	10.0%	7,110	6.5%
22 South Bay	124,020	18,003	14.5%	13,572	10.9%	9,776	7.9%	6,464	5.2%	3,661	3.0%
3 East Suburban	**462,663**	**88,522**	**19.1%**	**67,767**	**14.6%**	**52,179**	**11.3%**	**38,178**	**8.3%**	**25,264**	**5.5%**
30 Jamul	12,258	2,426	19.8%	1,637	13.4%	1,147	9.4%	707	5.8%	393	3.2%
31 Spring Valley	78,082	13,635	17.5%	10,176	13.0%	7,747	9.9%	5,597	7.2%	3,623	4.6%
32 Lemon Grove	29,298	5,473	18.7%	4,311	14.7%	3,359	11.5%	2,524	8.6%	1,715	5.9%
33 La Mesa	56,667	14,122	24.9%	11,692	20.6%	9,718	17.1%	7,721	13.6%	5,622	9.9%
34 El Cajon	119,103	22,966	19.3%	17,933	15.1%	13,872	11.6%	10,189	8.6%	6,786	5.7%
35 Santee	51,470	8,535	16.6%	6,281	12.2%	4,684	9.1%	3,393	6.6%	2,220	4.3%

San Diego County's Older Population for 2000

SRA/MSA	All Ages	55+	% Total	60+	% Total	65+	% Total	70+	% Total	75+	% Total
36 Lakeside	54,394	9,427	17.3%	7,019	12.9%	5,201	9.6%	3,579	6.6%	2,200	4.0%
37 Harbison-Crest	14,631	3,446	23.6%	2,554	17.5%	1,916	13.1%	1,348	9.2%	807	5.5%
38 Alpine	14,187	2,991	21.1%	2,169	15.3%	1,558	11.0%	1,065	7.5%	669	4.7%
39 Ramona	32,573	5,501	16.9%	3,995	12.3%	2,977	9.1%	2,055	6.3%	1,229	3.8%
4 North County West	**364,131**	**68,552**	**18.8%**	**54,531**	**15.0%**	**43,667**	**12.0%**	**32,974**	**9.1%**	**22,121**	**6.1%**
40 San Dieguito	83,802	16,883	20.1%	12,560	15.0%	9,708	11.6%	7,285	8.7%	5,029	6.0%
41 Carlsbad	92,638	23,472	25.3%	19,046	20.6%	15,659	16.9%	12,044	13.0%	8,045	8.7%
42 Oceanside	151,545	28,099	18.5%	22,861	15.1%	18,254	12.0%	13,620	9.0%	9,038	6.0%
43 Pendleton	36,146	98	0.3%	64	0.2%	46	0.1%	25	0.1%	9	0.0%
5 North County East	**380,456**	**75,692**	**19.9%**	**60,278**	**15.8%**	**47,676**	**12.5%**	**36,051**	**9.5%**	**24,793**	**6.5%**
50 Escondido	146,470	26,494	18.1%	20,674	14.1%	16,064	11.0%	12,101	8.3%	8,485	5.8%
51 San Marcos	68,420	15,440	22.6%	12,838	18.8%	10,650	15.6%	8,537	12.5%	6,132	9.0%
52 Vista	95,740	15,841	16.5%	12,591	13.2%	9,972	10.4%	7,491	7.8%	4,987	5.2%
53 Valley Center	18,777	5,615	29.9%	4,404	23.5%	3,414	18.2%	2,510	13.4%	1,650	8.8%
54 Pauma	7,097	1,121	15.8%	832	11.7%	601	8.5%	390	5.5%	224	3.2%
55 Fallbrook	43,952	11,181	25.4%	8,939	20.3%	6,975	15.9%	5,022	11.4%	3,315	7.5%
6 East County	**21,104**	**5,774**	**27.4%**	**4,451**	**21.1%**	**3,301**	**15.6%**	**2,250**	**10.7%**	**1,339**	**6.3%**
60 Palomar-Julian	6,193	1,886	30.5%	1,479	23.9%	1,072	17.3%	714	11.5%	429	6.9%
61 Laguna-Pine Valley	5,223	1,085	20.8%	767	14.7%	528	10.1%	360	6.9%	215	4.1%
62 Mountain Empire	6,485	1,448	22.3%	1,071	16.5%	798	12.3%	545	8.4%	310	4.8%
63 Anza-Borrego	3,203	1,355	42.3%	1,134	35.4%	903	28.2%	631	19.7%	385	12.0%
Total San Diego Region	**2,813,833**	**521,064**	**18.5%**	**406,030**	**14.4%**	**315,125**	**11.2%**	**232,877**	**8.3%**	**154,201**	**5.5%**

SOURCE: 2000 Census Summary File 1, compiled by SANDAG.

60+ Population by Race, Ethnicity, and City in 2000

Jurisdiction	Hispanic	White	Black	Asian	Native Hawaiian and Other Pacific Islander	American Indian	Some Other Race	Two or More Races
Carlsbad	727	12,959	75	387	17	28	198	143
Chula Vista	7,632	18,603	530	2,620	108	139	2,388	653
Coronado	155	4,473	17	85	7	8	17	22
Del Mar	20	835	2	13	3	-	2	4
El Cajon	1,188	12,467	189	306	26	73	349	318
Encinitas	558	7,269	31	244	4	21	173	72
Escondido	2,015	16,571	130	668	19	106	772	299
Imperial Beach	613	2,082	29	283	11	16	204	91
La Mesa	579	10,441	169	225	10	26	140	148
Lemon Grove	548	2,963	241	208	17	34	183	113
National City	2,856	3,530	252	2,189	57	54	1,190	252
Oceanside	2,669	23,181	617	1,399	178	112	825	464
Poway	266	5,171	72	424	4	24	78	60
San Diego	20,394	126,114	9,693	18,969	496	588	7,002	3,221
San Marcos	741	7,254	63	270	11	32	291	143
Santee	397	5,914	31	164	7	33	82	87
Solana Beach	166	2,746	3	69	1	6	42	26
Vista	1,327	9,968	105	412	26	45	509	176
Unincorporated	4,996	61,534	724	1,747	106	652	1,479	974
Total San Diego Region	47,847	334,075	12,973	30,682	1,108	1,997	15,924	7,266

Source: 2000 Census compiled by SANDAG. 2000 Census Race and Ethnicity data cannot be compared to previous census due to changes in categories. This data may not match later SANDAG releases of adjusted data.

65+ Poverty Level by City in 2000

Jurisdiction	Total Population For Whom Poverty Status is Determined	Total Population 65+ For Whom Poverty is Determined	Below Poverty	Percent Below Poverty
Carlsbad	77,217	43,750	373	0.9%
Chula Vista	172,543	93,936	1,778	1.9%
Del Mar	4,389	2,351	52	2.2%
El Cajon	92,758	46,191	841	1.8%
Encinitas	57,590	30,603	312	1.0%
Escondido	132,124	68,314	821	1.2%
Imperial Beach	26,861	12,623	193	1.5%
La Mesa	53,765	30,165	531	1.8%
Lemon Grove	24,576	12,963	162	1.2%
National City	51,143	23,914	696	2.9%
Oceanside	159,599	86,296	1,221	1.4%
Poway	47,762	26,158	143	0.5%
San Diego	1,181,612	590,702	9,415	1.6%
San Marcos	54,782	28,970	525	1.8%
Santee	51,989	28,480	157	0.6%
Solana Beach	12,793	7,267	117	1.6%
Vista	88,101	44,405	526	1.2%
Unincorporated	432,804	237,313	2,698	1.1%
Total San Diego Region	2,722,408	1,414,401	20,561	1.5%

* SOURCE: 2000 Census Summary File 3, compiled by SANDAG. Figures in this table may not match future figures released by SANDAG.

Poverty Level Status for San Diego County in 2000

SRA/MSA	Total 65+ Population For Whom Poverty is Determined	Population Age 65+ Below Poverty	Population Age 75+ Below Poverty	Percent of Population Age 65+ Below Poverty
0 Central	52,526	5,854	2,467	5%
1 Central	14,320	1,702	720	5%
2 Peninsula	5,885	228	118	2%
3 Coronado	3,441	118	43	1%
4 National City	5,703	717	354	6%
5 Southeast San Diego	10,243	1,154	529	5%
6 Mid City	12,934	1,935	703	5%
1 North City	72,741	3,685	1,490	2%
10 Kearny Mesa	19,675	1,267	509	3%
11 Coastal	9,202	355	135	1%
12 University	5,066	320	113	2%
13 Del Mar-Mira Mesa	8,183	650	295	4%
14 North San Diego	10,316	483	229	2%
15 Poway	8,186	273	113	1%
16 Miramar	7	-	-	0%
17 Elliot-Navajo	12,106	337	96	1%
2 South Suburban	27,610	3,099	1,263	5%
20 Sweetwater	4,750	294	120	3%
21 Chula Vista	12,963	1,375	617	5%
22 South Bay	9,897	1,430	526	5%
3 East Suburban	43,073	2,924	1,084	3%
30 Jamul	1,181	122	27	2%
31 Spring Valley	5,280	382	191	4%
32 Lemon Grove	2,447	154	67	3%
33 La Mesa	8,367	442	183	2%

Poverty Level Status for San Diego County in 2000

SRA/MSA	Total 65+ Population For Whom Poverty is Determined	Population Age 65+ Below Poverty	Population Age 75+ Below Poverty	Percent of Population Age 65+ Below Poverty
34 El Cajon	9,567	913	316	3%
35 Santee	4,695	236	76	2%
36 Lakeside	5,326	324	101	2%
37 Harbison-Crest	1,688	89	22	1%
38 Alpine	1,535	65	32	2%
39 Ramona	2,987	197	69	2%
4 North County West	42,075	2,149	930	2%
40 San Dieguito	9,143	401	187	2%
41 Carlsbad	14,940	554	260	2%
42 Oceanside	17,960	1,188	483	3%
43 Pendleton	32	6	-	0%
5 North County East	46,973	2,771	1,302	3%
50 Escondido	15,573	915	400	3%
51 San Marcos	10,640	605	311	3%
52 Vista	9,808	588	239	2%
53 Valley Center	3,362	148	68	2%
54 Pauma	613	36	10	2%
55 Fallbrook	6,977	479	274	4%
6 East County	3,463	286	101	3%
60 Palomar-Julian	1,166	89	27	2%
61 Laguna-Pine Valley	568	8	8	1%
62 Mountain Empire	817	117	36	4%
63 Anza-Borrego	912	72	30	3%
Total San Diego Region	288,461	20,768	8,637	3%

* SOURCE: 2000 Census Summary File 3, compiled by SANDAG. Figures in this table may not match future figures released by SANDAG.